

## Law Enforcement

Law Enforcement		FY 2005 Actual	FY 2006 Enacted	FY 2007			Change From 2006 (+/-)
				Fixed Costs & Related Changes (+/-)	Program Changes (+/-)	Budget Request	
Operations	\$(000)	53,212	54,970	948	372	56,290	1,320
	FTE	485	485			484	-1
Maintenance	\$(000)	1,491	1,092		-100	992	-100
	FTE	-	-		-	-	-
User-Pay Cost Share		[30]	-	-	-	-	-
<b>Total, Law Enforcement</b>	<b>\$(000)</b>	<b>54,703</b>	<b>56,062</b>	<b>948</b>	<b>272</b>	<b>57,282</b>	<b>1,220</b>
	<b>FTE</b>	<b>485</b>	<b>485</b>			<b>484</b>	<b>-1</b>

### Summary of FY 2007 Program Changes: Law Enforcement

Request Component	Amount	FTE
Program Changes		
• Law Enforcement Operations	+496,000	0
• Law Enforcement Operations Program Management Savings	-124,000	-1
• Law Enforcement Maintenance/Vehicle Replacement	-98,000	0
• Law Enforcement Maintenance Vehicle Replacement Program Management Savings	-2,000	0
<b>Total, Program Changes</b>	<b>+ 272,000</b>	<b>-1</b>

### Justification of FY 2007 Program Changes

The FY 2007, budget request for Service Law Enforcement is \$57,282,000 and 484 FTE, a net program increase of \$272,000 and -1 FTE from the 2006 enacted level.

#### Law Enforcement Operations (+\$496,000)

With the \$496,000 increase requested, Service Law Enforcement will complete work essential to ensuring full participation in the International Trade Data System (ITDS) -- an e-government interagency trade enforcement initiative that will facilitate Service efforts to police wildlife trade, enhance interdiction of wildlife smuggling, and improve customer service for the wildlife trade community. This undertaking also supports Presidential mandates for citizen-centered e-government, budget and performance integration, and improved financial management as well as efforts to strategically manage human capital, improve efficiency, and avoid costs.

ITDS will provide the core technological infrastructure for future Service wildlife inspection and smuggling interception operations -- an infrastructure that is a prerequisite for improving program performance in preventing global wildlife trafficking and facilitating legal wildlife trade (program level strategic goals). Full participation in this project, which is being spearheaded by Customs and Border Protection (CBP), will give Service enforcement officers access to integrated trade and intelligence

information and selectivity and targeting mechanisms that will be critical to detecting and disrupting the black market wildlife trade. ITDS also represents the most effective and cost-efficient way for the Service to achieve modernization and e-government goals in the wildlife trade arena.

ITDS will facilitate Service efforts to prevent illegal trafficking in animals and plants worldwide and help the agency protect U.S. resources that are subject to unlawful global exploitation. Specifically, the system will allow Law Enforcement to utilize more comprehensive risk management strategies to identify cargo that poses the greatest risk of containing illegal wildlife. Service wildlife inspectors will be able to proactively target any shipment imported or exported, not just those that are declared as containing wildlife. Inspectors will review information about incoming shipments before they reach the United States and flag shipments of concern so that they are held for physical inspection.

By having access to data on all U.S. imports and exports, the Service will also be better positioned to intercept illegal shipments that enter or attempt to exit at ports not staffed by wildlife inspectors. CBP officers now all too often simply wave many of these shipments through without Service knowledge. With ITDS data and communications capabilities, inspectors would be able to screen shipments nationwide and alert CBP staff at any port or border crossing to stop those that may be in violation of wildlife protection laws.

Service enforcement efforts will also benefit from improved communications and intelligence sharing with CBP and other Federal agencies that regulate trade and police the Nation's borders. Such enhancements can help expand the reach of Federal wildlife law enforcement, bolstering partnerships that are essential to overcoming the inherent obstacles to success presented by the agency's comparatively small inspection force and limited investigative resources.

#### **Law Enforcement Maintenance (-\$98,000)**

The 2007 budget proposes a reduction of \$98,000 for vehicle replacement in the Law Enforcement Maintenance account. To achieve this savings, vehicles will be kept in service longer. In some cases, this may be longer than the GSA replacement standard of three years or 60,000 miles.

The Service has developed a 5-Year Deferred Maintenance/Construction Plan. Each plan provides the projects of greatest need in priority order with focus first on critical health and safety and critical resource protection. The Bureau has undertaken an intense effort originating in the field to develop these lists.

For 2007 construction projects, complete project descriptions in **alphabetical order** are provided in the Justifications, with a summary list showing priority order. The 2007 deferred maintenance project descriptions and lists showing all projects between 2007- 2010 are provided in a companion volume.

Limited modifications to the lists will occur as they are annually reviewed and updated, with the addition of a new fifth year, and submission to the Congress.

#### **ABC Savings (-\$126,000)**

To enable the Service to address its highest priorities during constrained fiscal times, the Service proposes reducing program administrative funding by \$1,980,000. Using Activity Based Cost information and other budgetary analyses the Service anticipates achieving a savings of \$126,000 in Law Enforcement. \$124,000 of this amount is from Law Enforcement Operations and the remaining \$2,000 is from Law Enforcement Maintenance. These savings will be realized by streamlining program administrative support activities.

### Program Performance Change Table

<b><u>Total Performance Change</u></b>		<b><i>+1% increase in workload performance associated with import/export program.</i></b>			
	<b><u>A</u></b>	<b><u>B</u></b>	<b><u>C</u></b>	<b><u>D=B+C</u></b>	<b><u>E</u></b>
	<b><i>Overall Performance Changes from 2006 to 2007</i></b>				
<b>Measure</b>	<b>2006 Enacted Performance</b>	<b>2007 Base Performance</b>	<b>2007 Impact of Program Change on Performance</b>	<b>2007 Budget Request Performance</b>	<b>Out-year Impact of 2007 Program Change on Performance</b>
# of wildlife shipments physically inspected	26,260	26,260	+263	26,523	0
# of wildlife shipments interdicted	2,828	2,828	+28	2,856	0
# of injurious animals interdicted	808	816	+8	824	0
<b>Column B:</b> The performance level expected to be achieved absent the program change (i.e., at the 2006 request level plus/minus funded fixed cost/related changes); this would reflect, for example, the impact of prior year funding changes, management efficiencies, absorption of fixed costs, and trend impacts.					
<b>Column E:</b> The out-year impact is the change in performance level expected in 2008 and Beyond of ONLY the requested program budget change; it does <u>not</u> include the impact of receiving these funds again in a subsequent outyear.					

### Program Overview

The Law Enforcement program protects wildlife resources by enforcing Federal laws that safeguard species and their habitat. Law enforcement efforts focus on potentially devastating threats to wildlife resources – threats such as illegal trade, unlawful commercial exploitation, habitat destruction, and environmental hazards.

Service Law Enforcement investigates wildlife crimes; regulates wildlife trade; helps Americans understand and comply with wildlife protection laws; and teams with international, Federal, State, and tribal counterparts to conserve wildlife resources. This work includes:

- Breaking up international and domestic smuggling rings that target imperiled species;
- Preventing the unlawful commercial exploitation of U.S. resources;
- Protecting wildlife from environmental hazards and safeguarding wildlife habitat;
- Enforcing Federal migratory game bird hunting regulations and working with States to protect other game species and preserve legitimate hunting opportunities;
- Inspecting wildlife shipments to ensure regulatory compliance, facilitate legal trade, and detect and deter smuggling;
- Working with international counterparts to combat illegal trafficking in protected species;
- Training other Federal, State, tribal, and foreign law enforcement officers; and
- Conducting outreach to increase compliance with wildlife protection laws.

The Law Enforcement program fields a force of special agents (who investigate wildlife crimes nationwide) and wildlife inspectors (uniformed import/export control officers stationed at ports of entry

and border crossings). Their resource protection efforts are supported by the National Fish and Wildlife Forensics Laboratory (which conducts scientific analyses to help solve wildlife crimes) and an Intelligence Unit (which collects and analyzes information on all aspects of wildlife trafficking and coordinates intelligence sharing with other law enforcement agencies).

The work of Service Law Enforcement contributes to the accomplishment of the DOI Resource Protection goals and strategies of sustaining biological communities and creating and maintaining habitat conditions that allow them to flourish. The program also addresses DOI Management Excellence goals through efforts to improve workforce management, leverage technology, and provide better service to wildlife import/export customers.

The Service's Law Enforcement Program investigates wildlife crimes and monitors wildlife trade to help achieve the DOI Resource Protection mission goal. The Service has long recognized that the work of its special agents, wildlife inspectors, and forensic scientists is essential to conserving wildlife and safeguarding the Nation's natural resources. Law Enforcement provides critical support to Service efforts

#### Use of Cost and Performance Information

In 2005, the Office of Law Enforcement (OLE) completed a program-level strategic plan that sets enforcement-specific goals and performance measures for 2006-2010. Service investigative and inspection priorities were reviewed and revised to ensure that enforcement efforts focus on those wildlife crimes that represent the greatest threat to wildlife resources. Data collection capabilities were added to the Law Enforcement Management Information System (LEMIS) to provide performance information that will be needed to monitor program progress in meeting strategic goals.

Planned activities for FY 2006-2007 to ensure performance-based management of Law Enforcement resources include:

- Full implementation of OLE Strategic Plan, including use of new investigative and inspection priorities to guide work of Service officers in the field.
- Initiation of "infrastructure" improvements needed to implement strategic plan (e.g., development and implementation of a system for classifying the risk level of wildlife shipments).
- Completion of additional LEMIS enhancements to improve collection of performance data.
- Continuation of human capital management initiatives, including program-level workforce planning and participation in Service-wide competitive sourcing studies.

to recover endangered species, conserve migratory birds, restore America's fisheries, combat invasive species, safeguard wildlife habitat, and promote international wildlife conservation.

The enforcement of laws enacted to conserve wildlife and wildlife habitat contributes significantly to Service efforts to "sustain biological resources on DOI managed or influenced lands and waters" (DOI Resource Protection End Outcome Goal 2) and "create [and maintain] habitat conditions for biological communities to flourish" (DOI Resource Protection End Outcome Goal 2- Strategy 1). These laws include more than 17 wildlife-specific and cultural resource protection statutes, related environmental laws (such as the Clean Water Act), and a host of criminal statutes that address such activities as smuggling, money laundering, conspiracy, and wire fraud. The Service's Law Enforcement Program helps the other programs of the Service in meeting their mission responsibilities. For example, Law Enforcement assists the Migratory Birds Program in meeting its PART responsibilities to keep migratory bird species at healthy and sustainable levels. By conducting investigations, inspections, and other actions, the Law Enforcement Program disrupts or

discourages illegal activities that could otherwise prevent bird species from achieving, or remaining at, healthy and sustainable levels.

The Law Enforcement program works to meet DOI Management Excellence goals (particularly in the areas of workforce skills (End Outcome Goal 1), modernization (End Outcome Goal 3), and customer value (End Outcome Goal 3). Significant progress is also being made in implementing the President's Management Agenda (including expanded electronic government, strategic management of human capital, and budget and performance integration).

### ***Protecting U.S. Wildlife***

Service Law Enforcement "sustains biological communities" by protecting the Nation's fish, wildlife, and plants from unlawful exploitation and industrial hazards. Service special agents investigate crimes involving such federally protected resources as endangered and threatened animals and plants native to the United States, migratory birds, eagles, and marine mammals.

Law Enforcement efforts focus on disrupting and dismantling criminal enterprises profiteering in U.S. wildlife and plants. Such enterprises include organized networks exploiting species that range from paddlefish, eagles, and black bears to mussels, coral, and ginseng as well as commercial guides and outfitters who provide illegal hunting opportunities to clients nationwide.

The Law Enforcement program also addresses other potentially devastating threats to wildlife, including habitat destruction, environmental contaminants, and industrial hazards. Service special agents help maintain "habitat conditions for biological communities to flourish" by participating in the development and policing of habitat conservation plans and investigating violations of laws that safeguard wildlife and wildlife habitat. Examples include wetland easement infringements, damage to refuge lands, unpermitted development, and oil and chemical spills and other releases of toxins in the environment.

Law Enforcement works with industries and professional groups whose activities affect U.S. wildlife resources and their habitat to reduce hazards and secure voluntary compliance. These efforts range from outreach to professional guides who take clients to view grizzly bears on public and private land to partnerships with electric utilities to prevent raptor electrocutions. Other examples include working with irrigation districts to protect threatened bull trout; educating veterinarians about the link between euthanasia practices and wildlife poisonings; and conducting oilfield compliance checks to safeguard migratory birds.

### ***Combating Global Wildlife Trafficking***

The United States remains one of the world's largest markets for wildlife and wildlife products – both legal and illegal. Global trafficking represents a threat to the continued viability of thousands of animal and plant species around the world. Law Enforcement's trade monitoring efforts at U.S. ports of entry provide a front-line defense against illegal international wildlife trade. Service wildlife inspectors process a growing number of declared shipments each year and intercept contraband that includes caviar, coral, bear bile, elephant ivory, sea turtle eggs, live birds, and exotic reptiles. They conduct proactive enforcement blitzes that target specific trade problems, such as the smuggling of sea turtle products or medicinals made from wildlife. Wildlife inspectors also increasingly enforce trade embargoes linked to wildlife disease, such as the ban on African rodents imposed after the 2003 monkeypox outbreak and embargos on live birds from countries where avian influenza has been detected.

Service special agents and inspectors work together to investigate businesses and individuals engaged in global wildlife trafficking. According to a 2003 United Nations report, wildlife criminals increasingly include "networks...that consist of organized criminal enterprises and a myriad of subsidiary actors and associates" profiteering at the expense of global species. Defendants in recent Service smuggling cases include globally connected suppliers of rare reptiles and orchids; art dealers trafficking in elephant ivory

and artifacts made from endangered species; and eight of the 10 major caviar importers operating on the East Coast (companies that did millions of dollars worth of black market business each year).

Service Law Enforcement also prevents the introduction of injurious species via international trade and travelers. Special agents and wildlife inspectors enforce Federal prohibitions that outlaw the importation and interstate transport of injurious wildlife. This work involves detecting and destroying shipments of prohibited species at the Nation's ports of entry and investigating and bringing charges against those responsible for bringing them into the country or selling them in interstate commerce.

### ***Facilitating Legal Wildlife Trade***

Service Law Enforcement's mandate to enforce wildlife trade laws encompasses a concomitant responsibility to deal fairly and efficiently with the businesses, organizations, and individuals that import and export wildlife. The speed and efficiency of the agency's wildlife inspection operations affect the ability of businesses to engage profitably in legal wildlife trade; the international movement of wildlife for purposes that range from scientific research to public entertainment; and the ease with which individual Americans can travel internationally with wildlife or wildlife items.

Service officers provide guidance to individuals and businesses to help them obey wildlife laws and expedite their import/export transactions. Customer service efforts also include using technology to speed trade, streamline communication, and improve public access to information about laws and regulations.

### ***Management Excellence***

Law Enforcement's success in protecting the Nation's wildlife, stemming global wildlife trafficking, and facilitating legal trade depends on how well it manages its "human capital" and other resources. The program has instituted an ongoing strategic planning/performance management effort that links mission goals and performance measures as well as a sustained commitment through workforce planning to building and maintaining a highly skilled, efficiently deployed staff. Law Enforcement also leverages technology to support its investigative and inspection efforts and maintains professional accountability by responding to public concerns and resolving systemic issues involving the integrity of law enforcement operations.

### ***Critical Support Functions***

Law Enforcement efforts to meet the DOI and programmatic goals discussed above receive critical support from the National Fish & Wildlife Forensics Laboratory and the program's Intelligence Unit. Service forensic scientists support officers in the field by identifying species, analyzing evidence of wildlife crimes, providing on-site crime scene analysis, and supplying expert witness testimony in court. The Office of Law Enforcement's Intelligence Unit collects and analyzes information on wildlife trafficking to support Service investigations, inspections, and smuggling interdiction efforts; it also coordinates intelligence sharing with other law enforcement agencies.

## **2007 Program Performance Estimates**

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In FY 2007, Service Law Enforcement will make progress in addressing the goals set in the program's 2006-2010 Strategic Plan. This Plan calls on Service officers to "protect the Nation's fish, wildlife, and plants from unlawful exploitation and industrial hazards" and "prevent the unlawful import/export and interstate commerce of foreign fish, wildlife, and plants." The program will focus enforcement efforts on those priorities that address the greatest conservation concerns, thus improving utilization of the resources available for enforcement work and maximizing benefits to wildlife populations.

For both of these strategic goals, accomplishments will include investigations that disrupt and dismantle criminal enterprises profiteering in either U.S. wildlife or global species. Efforts to protect the Nation's

wildlife will also encompass work with industries whose activities represent threats to migratory birds and other protected species. Goals will include securing voluntary agreements that create safeguards for wildlife as well as investigations of companies that ignore their stewardship responsibilities under Federal wildlife laws. Progress in preventing illegal trade in global species will be bolstered by increased use of risk assessment strategies to better target the trade interdiction efforts of the program's wildlife inspectors, who monitor wildlife shipments and detect and seize illegal imports at 17 designated ports and more than 30 other key locations where wildlife and wildlife products enter the country. The planned initial investment in ITDS connectivity, which will be funded with the proposed \$496,000 increase, will provide a basis for future improvements in policing wildlife trade and intercepting smuggled wildlife.

Service Law Enforcement will also work to improve customer service to the wildlife import/export community to meet its goal of "facilitating the expeditious movement of legal wildlife" and will support the accomplishment of the Department's Management Excellence strategic goal through its efforts to "create a strong management system and culture to improve program performance." Trade facilitation will benefit from the use of a screening methodology to distinguish risk levels of shipments as well as other efforts to improve the efficiency of clearing legal wildlife imports and exports. In FY 2007, management initiatives will include implementation of national and regional workforce plans and full use of performance measurement data to quantitatively evaluate the program's progress in meeting its strategic goals.

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### **2006 Planned Program Performance**

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In 2006, the Law Enforcement program will contribute to accomplishing the DOI Resource Protection Mission Goal by protecting U.S. wildlife resources, preventing global wildlife trafficking, facilitating legal wildlife trade, and striving for continued management excellence. Accomplishments will include:

#### **Protect the Nation's fish, wildlife, and plants from unlawful exploitation and industrial hazards**

- Investigate the unlawful exploitation of federally protected species with particular emphasis on detecting and deterring criminal activities that threaten native animal and plant populations.
- Disrupt and dismantle criminal enterprises seeking to profit at the expense of U.S. wildlife resources.
- Safeguard endangered and threatened wildlife through such proactive enforcement efforts as manatee speed zone task force operations and dedication of an agent to ivory billed woodpecker protection.
- Sustain and bolster enforcement partnerships with State, Federal, and tribal agencies by providing law enforcement training, investigative support, and intelligence sharing.
- Continue work with electric utilities, wind power companies, oil producers, and other industry groups to reduce the impact of their activities on migratory birds and other Federal trust resources.
- Enhance wildlife forensics support in the area of computer analysis.

#### **Prevent the unlawful import/export and interstate commerce of foreign fish, wildlife and plants**

- Monitor wildlife shipments to prevent illegal trade and keep U.S. borders closed to injurious wildlife.
- Deploy three additional wildlife inspectors along U.S. land borders to improve trade monitoring.
- Utilize proactive inspection blitzes to target illegal trafficking in beluga caviar and other wildlife contraband.
- Break up smuggling rings exploiting foreign wildlife and plants.
- Provide training and investigative assistance to global enforcement partners.
- Implement basic risk assessment methodology based on Service Intelligence Unit study of patterns and trends in illegal wildlife trafficking.
- Refine risk assessment capabilities to improve Service efforts to intercept smuggled wildlife.

- Work to incorporate wildlife smuggling parameters in shipment targeting and intelligence components of the planned International Trade Data System.

**Facilitate the expeditious movement of legal wildlife**

- Promote continued and increased use of e-Decs (the Service's electronic declaration system) to speed processing of legal trade.
- Expand document package scanning program to UPS in Louisville and work with both UPS and FedEx to make this "paperless" wildlife declaration alternative available at additional ports nationwide.
- Continue dialogue with industry groups to reduce delays and expedite clearance of shipments.
- Continue preliminary efforts to ensure full Service integration in International Trade Data System, which promises improved customer service to global trade community.

**Create a strong management system and culture to improve program performance**

- Monitor performance against strategic goals, collecting first full year of performance data.
- Analyze preliminary performance data from FY 2005 as partial indicator of baseline performance.
- Complete regional and national workforce plans and begin implementing recommendations of initial workforce planning study (including standardized position descriptions).
- Finetune the Law Enforcement Management Information System (LEMIS) to collect additional data needed to monitor and measure program performance.
- Continue participation in development of the Incident Management, Analysis and Reporting System (IMARS) to prepare for bureau implementation in FY 2008. Efforts will include identifying appropriate data exchange vehicle and data transfer capabilities and undertaking LEMIS modifications to incorporate IMARS critical data elements.
- Implement Service professional responsibility policy and complete staffing of Professional Responsibility Unit.

**2005 Program Performance Accomplishments**

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By working to achieve its strategic goals, the Law Enforcement program helped "sustain biological communities" and safeguard wildlife habitat. Law Enforcement also contributed to DOI "Management Excellence," meeting the President's Management Agenda mandates and enhancing customer service to the wildlife trade community. Significant accomplishments included:

**Protect the Nation's fish, wildlife, and plants from unlawful exploitation and industrial hazards**

- Brought criminal charges against, or secured successful prosecutions of, businesses and individuals involved in the illegal take of black bears for the medicinal parts trade; the unlawful collection of Hawaiian coral; the interstate transport and export of unlawfully harvested turtles; trafficking in other State-protected reptiles; the wasteful take of walrus for ivory; and unlawful interstate profiteering in striped bass and contaminated clams.
- Successfully investigated cases involving the shooting of two endangered whooping cranes in Kansas; the killing of a sow grizzly and her cub; the removal and destruction of protected cacti in Arizona; the deaths of wolves in Idaho; and the deliberate poisonings of bald eagles.
- Secured major fines, restitution payments, and forfeitures from businesses that violated wildlife protection laws including \$10 million from the transport company responsible for an oil spill that killed hundreds of protected birds; \$575,000 from an Indiana deer farm that was unlawfully operating as a commercial hunting preserve; \$365,125 from a Florida developer that cut down an eagle nest tree; \$265,664 from a Georgia cattle company for poisoning migratory birds; \$250,000 from a New Orleans power company that killed endangered brown pelicans; and \$120,000 from a Texas trust for waterfowl baiting violations.



- Negotiated agreements to protect wildlife or wildlife habitat with the world's largest wind farm, a major Pacific Northwest electric power producer, a California school district, a Northern California olive ranch, an Oregon landowner with timber interests, and a Texas real estate developer.
- Worked with the Avian Power Line Interaction Committee to create and issue voluntary guidelines for developing avian protection plans and secured wildlife protection measures from electric utilities across the country.

**Prevent the unlawful import/export and interstate commerce of foreign fish, wildlife and plants**

- Interdicted smuggled wildlife at ports of entry nationwide. Seized contraband included live birds and reptiles; elephant ivory; reptilian leather goods; coral, giant clam, and queen conch; injurious mitten crabs and live rosy starlings; and medicinals and handicrafts made from protected species.
- Began inspection operations at new designated ports in Memphis and Louisville to improve policing of wildlife trade moving via international express mail carriers.
- Added six inspectors to increase Service enforcement presence along the northern and southern borders, providing inspection coverage at four new locations and bolstering staff at two other ports.
- Broke up smuggling rings that were trafficking in Mexican parrots, Peruvian orchids, reptiles from Southeast Asia, and handicrafts made from the parts of protected species.
- Secured a \$1 million fine from a Miami-based gourmet food company and a 71-month prison sentence for the owner of four New York caviar companies for caviar smuggling.
- Trained wildlife enforcement officers in investigative techniques in Brazil and sub-Saharan Africa and marine enforcement skills in Ecuador.
- Completed in-depth report analyzing U.S. wildlife trade seizures and developed basic risk assessment methodology to improve interdiction efforts.

**Facilitate the expeditious movement of legal wildlife**

- Processed more than 164,000\* wildlife shipments, successfully handling a trade that has nearly doubled since the beginning of the decade (\*preliminary statistic).
- Increased use of "e-Decs" (the Service's electronic declarations system), so that more than half\* of all declarations were submitted electronically (\*preliminary statistic).
- Began offering inspection services at three newly designated ports (Memphis, Louisville, and Houston).
- Conducted successful pilot study with FedEx at the port of Memphis that added document package scanning capability, allowing paperless entries for shipments that do not require permits.
- Began work with Service inter-program team to explore "e-permitting" options.
- Prepared, posted, and distributed 16 public bulletins to alert wildlife import/export customers to new trade requirements, CITES trade bans, and changes in import/export procedures.
- Provided compliance briefings to brokers, businesses, and other groups involved in wildlife trade to help them avoid delays in shipment clearance.

**Create a strong management system and culture to improve program performance**

- Completed final strategic plan that identifies program goals and objective performance measures for Service Law Enforcement.
- Examined workforce skill issues through initial workforce planning study and developed prototype national staffing models to ensure the effective and efficient deployment of enforcement officers and support staff.
- Modified LEMIS to collect new data needed to measure program performance.
- Pursued preliminary efforts to ensure Service integration in the interagency International Trade Data System, which will support all U.S. trade enforcement endeavors.

- Completed initial work to ensure integration of LEMIS and IMARS.
- Drafted professional responsibility policy for Service law enforcement officers; developed training module for supervisors and managers; and made information about professional responsibility mandates available to the public.

### Performance Overview

Measure	2005 Plan	2005 Actual	Change from 2005 Plan	2006 Enacted	2006 Change from 2005 Actual	2007 Request	2007 Change from 2006
# of migratory bird conservation agreements or actions by industry (BUR)	165	165	0	167	+1	167	0
# migratory bird investigations (BUR)	1,600	1,600	0	1,616	+16	1,616	0
# marine mammal investigations (BUR)	120	120	0	121	+1	121	0
# investigations involving threatened or endangered species (BUR)	2,500	2,500	0	2,525	+25	2,525	0